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	Jan 21, 1997 *	Jun 13, 1998 *	Feb 02, 1999	May 10, 2000	Feb 04, 2001	May 25, 2002 *
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As the Internet plays a larger role in your business, customers' expectations for immediate access to information also rise. As your customers begin to buy and order online, you'll be able to provide instant delivery information online and coach customers to choose delivery slots that maximize your efficiencies and minimize costs.

eROADNET is a real-time delivery management system that interactively locates customers, schedules deliveries or service calls, creates less costly routes, dispatches vehicles and tracks deliveries in real time.

eRoadnet provides:

100% Address Accuracy - As a customer enters initial location information, delivery addresses are automatically assigned a geocode for instant location mapping.

Least Cost Time Window Analysis - instant time window analysis based on availability and cost as customers place orders online.

Delivery Optimization - Real time dynamic routing and scheduling to continually optimize delivery routes while preserving the customers' time windows.

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Dialog
4/28/03

Your SELECT statement is:
s eroadnet and py<=2000

Items	File
-----	-----
Examined 50 files	
Examined 100 files	
Examined 150 files	
Examined 200 files	
Examined 250 files	
Examined 300 files	
Examined 350 files	
Examined 400 files	
Examined 450 files	
Examined 500 files	

Processing

Examined 550 files

No files have one or more items; file list includes 550 files.
One or more terms were invalid in 103 files.

Dialog
4/28/03

Your SELECT statement is:
s (roadnet (20n) internet) and py<=2000

Items	File
3	9: Business & Industry(R)_Jul/1994-2003/Apr 25
1	13: BAMP_2003/Apr W2
1	15: ABI/Inform(R)_1971-2003/Apr 26
7	16: Gale Group PROMT(R)_1990-2003/Apr 25
6	20: Dialog Global Reporter_1997-2003/Apr 28
Examined 50 files	
Examined 100 files	
6	148: Gale Group Trade & Industry DB_1976-2003/Apr 25
Examined 150 files	
1	248: PIRA_1975-2003/Apr W3
Examined 200 files	
Examined 250 files	
1	420: UnCover_1988-2001/May 31
Examined 300 files	
1	477: Irish Times_1999-2003/Apr 28
Examined 350 files	
4	545: Investext(R)_1982-2003/Apr 28
2	553: Wilson Bus. Abs. FullText_1982-2003/Mar
1	570: Gale Group MARS(R)_1984-2003/Apr 25
Examined 400 files	
8	613: PR Newswire_1999-2003/Apr 28
1	616: Canada NewsWire_1999-2001/Mar 09
3	621: Gale Group New Prod. Annou. (R)_1985-2003/Apr 25
4	637: Journal of Commerce_1986-2003/Apr 28
3	649: Gale Group Newswire ASAP(TM)_2003/Apr 25
Examined 450 files	
1	717: The Washington Times_Jun 1989-2003/Apr 28
Examined 500 files	
2	781: ProQuest Newsstand_1998-2003/Apr 28
Processing	
9	995: NewsRoom 2000
Examined 550 files	

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20 files have one or more items; file list includes 550 files.
One or more terms were invalid in 103 files.

SMD

Set	Items	Description
S1	65	(ROADNET (20N) INTERNET) AND PY<=2000
S2	34	RD (unique items)
File	9:Business & Industry(R)	Jul/1994-2003/Apr 25 (c) 2003 Resp. DB Svcs.
File	13:BAMP 2003/Apr W2	(c) 2003 Resp. DB Svcs.
File	15:ABI/Inform(R)	1971-2003/Apr 26 (c) 2003 ProQuest Info&Learning
File	16:Gale Group PROMT(R)	1990-2003/Apr 25 (c) 2003 The Gale Group
File	20:Dialog Global Reporter	1997-2003/Apr 28 (c) 2003 The Dialog Corp.
File	148:Gale Group Trade & Industry DB	1976-2003/Apr 25 (c)2003 The Gale Group
File	248:PIRA 1975-2003/Apr W3	(c) 2003 Pira International
File	420:UnCover 1988-2001/May 31	(c) 2001 The UnCover Company
File	477:Irish Times 1999-2003/Apr 28	(c) 2003 Irish Times
File	545:Investext(R)	1982-2003/Apr 28 (c) 2003 Thomson Financial Networks
File	553:Wilson Bus. Abs. FullText	1982-2003/Mar (c) 2003 The HW Wilson Co
File	570:Gale Group MARS(R)	1984-2003/Apr 25 (c) 2003 The Gale Group
File	613:PR Newswire 1999-2003/Apr 28	(c) 2003 PR Newswire Association Inc
File	616:Canada NewsWire 1999-2001/Mar 09	(c) 2001 Canada NewsWire
File	621:Gale Group New Prod. Annou. (R)	1985-2003/Apr 25 (c) 2003 The Gale Group
File	637:Journal of Commerce	1986-2003/Apr 28 (c) 2003 Commonwealth Bus. Media
File	649:Gale Group Newswire ASAP(TM)	2003/Apr 25 (c) 2003 The Gale Group
File	717:The Washington Times Jun	1989-2003/Apr 28 (c) 2003 Washington Times
File	781:ProQuest Newsstand	1998-2003/Apr 28 (c) 2003 ProQuest Info&Learning
File	995:NewsRoom 2000	(c) 2003 The Dialog Corporation
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2/9/5 (Item 1 from file: 15)
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01749691 04-00682
Dare to be digital
Sherwood, Sonja
Beverage World v117n1667 PP: 87-88 Dec 15, 1998 ISSN: 0098-2318
JRNL CODE: BEV
DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages
WORD COUNT: 1381

ABSTRACT: The most oft-repeated sentiment from the computer crowd at InterBev98 was that its software had to be complex enough to make things simple enough for the anti-technocrats in the business. And ruggedness, compact size, high mobility and wireless communications were the watchwords among hardware manufacturers. Also, some of the most promising tech products introduced were online.

TEXT: The most oft-repeated sentiment from the computer crowd at InterBev98 was that its software had to be complex enough to make things simple enough for the anti-technocrats in the business, many of whom are likely to be more comfortable driving a Mack truck than moving a mouse. Attrition was another issue, particularly in the case of route sales tools. High employee turnover has made easy-to-use the rule of thumb.

The software hard sell Graphic interfaces are increasingly de rigueur as software makes further inroads as a merchandising tool. A case in point is the new software presented by Intermec Technologies (Cedar Rapids, IA). Virtual Cooler is Windows-based, Pen-compatible software that route salesmen can use to deliver impromptu visual presentations to retailers. The program creates a dimensionally correct replica of the retailer's own cooler that allows the salesman to graphically rearrange the products within the shelves. Virtual Cooler also shows sales histories and promotional data and can take orders on the spot. Equipped with a multimedia "help" function for inexperienced users, it is designed to answer any questions the retailer may have.

Intermec also recently released Route Power 32, defined by product manager Craig Miller as "traditional route account software captured in a Windows interface." The "32" indicates the program's 32-bit, data-crunching technology. Miller described the product design as easy to learn and graphically simplified "for the guy who drives the truck."

For the vending industry, Salient Corporation (Horseheads, NY) offers Service Minder, a high-graphic clientserver work order processing system. When used in conjunction with Salient's service call manager Service Pro, users can track the productivity of vending machines, fountain equipment and other field assets without burying themselves beneath a pile of static paper work reports.

Better merchandising capability is also the idea behind Thinque Systems' (North Hollywood, CA) Pocket Portfolio, a compact version of its Sales Portfolio software. Pocket Portfolio is designed to collect in-store data, to manage field users and clients and to analyze the market within the retail merchandising industry.

Data Consultants (Clifton, VA) offers a suite of PC-based accounting software for the beverage distribution industry. The latest release is Routeman, Jr., a remote order-entry system suitable for Pen-based field units. Routeman, Jr. provides salespeople with historical sales information, facings data and other pertinent POS functions.

New software on the trade show floor included Route Intelligence, by Insight Distribution Systems (Hunt Valley, MD). Route Intelligence is a

comparative data tool capable of reporting product information (price, quantity, sales share) in any number of graphic formats (pie charts, bar and line graphs-you name it) for easy comparison. This program has a lot to offer executives at large companies-Anheuser-Busch is a client, for example-responsible for extensive product lines.

Then there are the software programmers who aim to do it all. Some of the "total software" providers at InterBev included Texas' own Digatex Inc. of Austin. Digatex featured a new upgrade of its RouteFlex distribution software, which the company describes as a solution to every aspect of the operational, financial and management activities found in a modern distributorship. The program is now available with a graphic user interface that "makes it easy for upper management to report by pointing and clicking," according to company representatives. The upgraded version is also now Y2K compliant.

Another heavyweight at InterBev was Prodac Systems of Hod Hasharon, Israel. Prodac was on hand to launch DrinkSoft, decision support software designed specifically for beverage production management. Already proven in the field at two Coca-Cola Enterprises plants, DrinkSoft monitors machine data on the production line and delivers realtime feedback to a central file server that can then be accessed by line supervisors and management. The program can be implemented in as little as six weeks and comes with yearly upgrades, online support and regular visits from Prodac consultants.

Keep an eye on The Descartes Systems Group of Waterloo, Ontario. With more than 1,000 company clients in 45 countries worldwide (from British Telecom to Brahma Beer), this Canadian company is rapidly becoming a giant in supply chain execution software. "We've made five acquisitions in just over one year," said Paul Izzard, sales director. According to Canada's "generally accepted accounting principles," these acquisitions helped boost Descartes' revenue for the second quarter of fiscal 1998 167 percent to \$16 million, compared to \$6 million in the same period a year ago. Descartes offers delivery-sensitive organizations the Energy suite of agile, tightly integrated component software designed to streamline the entire order-to-delivery cycle.

Gotta hand it to hardware Ruggedness, compact size, high mobility and wireless communications were the watchwords among InterBev hardware manufacturers. Beverage distributors are looking for computers they can dock inside route trucks; warehouse managers want small, hardy devices that can scan code and transmit inventory data back to headquarters; and route salesmen need signature capture and invoicing capability.

Fujitsu-ICL Systems (La Jolla, CA) has responded to the demand with its triumvirate of sturdy TeamPad handhelds. All three TeamPad devices feature signature capture and Pen-based or touchscreen data entry, as well as wireless communication capability. Fujitsu's newest model is the TeamPad 7100, a comparatively tiny (weighs just over 8 oz) handheld scanner designed for warehousing operations. This cell-phone-sized device tracks inventory with a built-in barcode scanner and a CPU running MS-DOS at 32 MHz. It is also capable of communicating with headquarters through a 38.4 K bps IrDA interface.

Fujitsu-ICL also demonstrated its TeamPad 7200 routing sales handheld (Molson Breweries liked this model so much it recently purchased 290 units) and its large-screen TeamPad 7600, a color display presale tool. All of Fujitsu's handhelds are ruggedly built and can sustain four-foot drops on concrete.

LXE Inc. (Norcross, GA) introduced a number of new peripherals to its singlesource Route Manager software and hardware route distribution solution. LXE's new 2330 Docking Cradle family can be used in the office or onboard a distribution vehicle to recharge the LXE 2330 handheld. The LXE Portable Printer, also new at InterBev, is a rugged dot-matrix printer

designed to print information stored on the LXE 2330 handheld.

Some of the hardest hardware you'll no doubt ever find comes from Milford, NH-based Citadel Computer Corporation, makers of industrialstrength CPUs. Take the TouchStar TS9100, a new product featured at the show. The TS9100 is a fully sealed, waterproof system that can withstand extremes of exposure and temperature, physical shock, vibration and the roughest handling. Also available in a compact wall-mount configuration as the TouchStar TS9000.

Adaptability is the bottom line for the wireless computing mavens of Telxon Corporation (Akron, OH), which recently introduced a new mobile workstation for warehousing, distribution and routing operations. The PTC-1194 is a large-screen, Pentium-powered workstation that can be mounted on a wall or in a vehicle, attached to a keyboard for office use or carried into the field like a Pen-based tablet. It also comes with a built-in network radio and plenty of PC slots and peripheral connectors.

Working the Internet

Despite some dispirited remarks about how difficult it was to access the Internet from the Dallas Convention Center (though information technology did get its nod in the form of a special pavilion), some of the most promising tech products at InterBev were online.

For instance, LPA Software (Fairport, NY) featured an Internet-based order processing system introduced this year called LPADistribuNET. It has the advantages of being non-platform-specific, easily accessible (all you need is a browser-which is free these daysand *Internet* access) and very familiar (the program can be designed to look like company documents).

Roadnet Technologies (Timonium, MD) is also using the *Internet* in innovative ways. The company was offering sneak peeks at MobileCast, an *Internet* -based provider of realtime data for wireless dispatch and field tracking. Possible applications include online order-taking and a means of letting customers check ETAs from the Web. MobileCast is planned for release in the first quarter of next year.

Then there's HSB Reliability Technologies (Arlington, VA): This 130year-old company has built a business on helping other businesses maintain their equipment. A leader in maintenance management services, the company combines engineering experience with the world's largest preventative maintenance (PM) database.

At InterBev, HSBRT launched an online consulting system call RM30. RM30 is a customized database created by HSBRT and managed off-site. It provides technical support, recommendations and reports based on clients' equipment inventory and develops optimal, customized PM schedules. BW

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2/9/9 (Item 1 from file: 20)
DIALOG(R)File 20:Dialog Global Reporter
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13456993 (THIS IS THE FULLTEXT)
(CNW) Europe's first B2B ecosystem launched by living systems
CANADA NEWSWIRE
October 24, 2000
JOURNAL CODE: WCNW LANGUAGE: English RECORD TYPE: FULLTEXT
WORD COUNT: 1437

Running on the living markets software, CapCLEAR, MetalTradeNet and TradeNetOne are Linked for Comprehensive B2B Transactions

DONAUESCHINGEN, Germany, Oct. 24 /CNW/ - living systems AG, a global provider of solutions for collaborative marketplaces based on agent technologies, announces that MetalTradeNet(TM) (<http://www.metaltradenet.com/>) the steel marketplace, CapCLEAR (<http://www.capclear.com/>) the virtual clearinghouse, and TradeNetOne (<http://www.tradenetone.com/>) the logistics marketplace, have linked up to form the first B2B ecosystem.

In the steel industry, this translates into optimal value-added trading as customers will receive all of the services necessary for a transaction via a single platform - www.metaltradenet.com. Services range from negotiation of contract conditions to the physical delivery of goods, drafting of a contract, and handling of the transaction's financial aspects. This working B2B ecosystem makes greater transaction volumes possible by reducing the costs of each transaction. The living markets technology developed by living systems enables these companies to create a network that transcends individual marketplaces. living markets' software agents organise transactions dynamically across marketplaces and reduce transaction costs by acting as electronic helpers. living systems is leading the development and advancement of B2B ecosystems.

Kurt Kammerer, CEO of living systems AG, sees the linking of these three platforms as an important element for the survival of otherwise isolated B2B platforms. "To be successful in the future, marketplaces must acquire a comprehensive understanding of added value. That said, however, they will not be able to offer all of the services necessary for the transaction themselves. Thus, transactions will be handled in ways that transcend individual marketplaces. A direct result of this development is participation in comprehensive systems, which we describe as B2B ecosystems because of their resemblance to the efficient processes found in nature."

MetalTradeNet AG operates the trading platform in the ecosystem. Here buyers and sellers of steel meet to negotiate transactions. With the integration of the TradeNetOne logistics solution, users can obtain bids for their transportation requirements in real time and without additional expense. In doing so, they do not leave the marketplace's user interface. "This collaboration is a strategic step for TradeNetOne to add to its target areas of logistical service providers and their customers by addressing the immense potential of B2B marketplaces," says Norbert Meister, CEO of TradeNetOne.com AG.

CapCLEAR is the entity, within the triangle, that is responsible for processing the transactions. It assumes the management of credit risks and provides the legal framework for transactions. When a transaction is concluded in MetalTradeNet(TM), it is processed by CapCLEAR. The company generates a binding contract via the platform, monitors the delivery of the steel, and facilitates payment. CapCLEAR also offers a number of other services, including ratings. "By linking marketplaces such as steel, logistics, and financial services, we are reaching a new level in the evolution of markets. The eco-systems we are creating, enable companies to do business quickly, efficiently and more cost effectively," explains CapCLEAR CEO Carsten Murawski.

Andre Radebach, one of the founders of MetalTradeNet(TM), sees the ecosystem as an interrelated organism, a living system. "We are already working very intensively to directly incorporate our customers' ERP systems into MetalTradeNet(TM) so that we can provide a complete picture of the

value added chain. Such vertical integration throughout the entire procurement process will provide users of MetalTradeNet(TM) with enormous potential benefits in cost-effectiveness." In a current study, Morgan Stanley Dean Witter & Co. estimates that fully electronic transaction processing can reduce procurement costs by an average of US\$125-175, down to \$10-15.

About CapCLEAR Ltd.

CapCLEAR is an international clearinghouse for electronic trading platforms. The company was founded in London in January 2000. CapCLEAR handles transactions for exchanges, ECNs, brokers, and other marketplaces on its totally Internet-based clearing system. This service enables the complete electronic coordination and processing of transactions, from initial bid through to delivery and payment. The service includes clearing and settlement of spot markets and forward markets for exchanges and over-the-counter markets. CapCLEAR also offers a comprehensive legal framework and strategic consulting services. CapCLEAR's clearing system is based upon the latest agent technology and offers the highest level of flexibility, scalability, and reliability. CapCLEAR's customers include marketplaces for steel, metals, telecommunications capacity, electrical power, plastics, and other commodities. CapCLEAR has its headquarters in London. The company works with a network of partners, including living systems, ABB, Chase Manhattan, KiodeX, Sourcing, and beTRUSTed.

About living systems AG

living systems is a global provider of solutions for collaborative marketplaces based on agent technologies. Founded in 1996, the Company is employee-owned, has been profitable from day one, and in 2000 enjoys a 300 per cent growth rate. Germany's e25 Index ranks living systems as the most promising Internet company. The Company's flagship product - living markets - supports both sell- and buy-side market and pricing mechanisms. living systems' worldwide customer base is in vertical and horizontal B2B initiatives where dynamic pricing mechanisms are applied for competitive advantage. Customers include marketplaces such as www.tradenetone.com, for freight capacities, www.netbid.de, for used machines and industrial commodities, and www.capclear.com, the Internet clearinghouse for B2B transactions. Other customers include C2C companies with high-performance requirements such as the auction site www.ebay.de, and the opinion portal www.dooyoo.com. living systems AG has its headquarters in Donaueschingen, Germany. Its global network of subsidiaries in Brazil, England, the Netherlands, Romania, Singapore, and the USA is being continuously expanded.

About MetalTradeNet AG

MetalTradeNet(TM) is the European platform for steel trading. MetalTradeNet(TM) targets buyers and sellers of steel, and offers them the opportunity to expand their customer/supplier base via the Internet without additional expense. Users of MetalTradeNet(TM) can reduce their transaction costs, increase their productivity, and achieve competitive advantages. The platform currently has more than 370 users registered from 20 countries. In Germany, for example, the largest single European market for steel and the domestic market of MetalTradeNet AG, more than 10 percent of all steel traders are already registered. As a special feature for this target group, MetalTradeNet(TM) offers a service known as "private label", in which individual e-sales solutions are created quickly and cost-effectively. MetalTradeNet AG was founded in April 2000 by Andre Radebach, together with Carsten and Steffen Schmickler. The company has its headquarters in Stuttgart, and currently has plans to open additional offices in Germany's Ruhr region, as well as other European countries, particularly Italy and the Benelux countries.

About TradeNetOne.com AG

TradeNetOne.com AG develops and markets *Internet*-based systems and services for efficient logistics processes. TradeNetOne's *RoadNet* product offers customers a platform for *Internet* marketplaces in which supply and demand for road freight transportation are brought together in one place, and where the entire transaction procedure can be completely executed within the Internet environment. In addition to process improvement, this

product also permits the optimisation of load capacities, thus reducing costs. Shipping agents and carriers can use the RoadNet/Public open marketplace to balance out their freight capacities when loading. RoadNet/Logistics consists of closed markets for shipping agents, their offices and affiliated partner companies. The RoadNet/B2B function module enables operators of B2B marketplaces to offer their customers the added value of an integrated logistics solution via the Internet. This consists of assigning and handling the transportation of goods traded on the marketplace. TradeNetOne has its headquarters in Frankfurt am Main; the group is represented in the major western European markets via offices in France, Spain, UK and the Netherlands.

Background information:

Transaction phases in the "B2B ecosystem" MetalTradeNet/CapCLEAR/TradeNetOne

(Abbreviations: MTN equals MetalTradeNet, CC equals CapCLEAR, TNO equals TradeNetOne)

1. A new trader registers for trading privileges on the MTN platform.

To

do this, he provides information on his company at the MTN web site.

MTN

sends these data to CC. CC reviews the company's creditworthiness,

etc.

Following a successful review, CC sends confirmation to MTN and to the customer, who can then use the system.

2. A trader enters an order on the MTN web site and sends it out. The

MTN

trading platform then attempts to find another order that matches the first one. If a match is found, the MTN platform sends a message to

CC.

3. CC performs various tests to determine whether the transaction initiated above falls within the rules that have been set (duration:

1-2

seconds). If so, CC sends a confirmation to the buyer and the seller. This confirmation contains a legally binding contract with all details

of

the transaction (e.g. product, delivery quantity, price, etc.).

4. Once the transaction has been confirmed, the buyer can also purchase

logistics capacity. To do so, he enters the necessary data on the MTN web

site. These data are sent to TNO. TNO then attempts to find the needed freight capacity.

5. The buyer and the seller confirm receipt of the contract. The

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2/9/16 (Item 1 from file: 248)
DIALOG(R) File 248:PIRA
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00468658 Pira Acc. Num.: 20071359

Title: Proof of delivery post haste

Authors: Greavy S

Source: Autom. ID News Int. vol. 5, no. 8, Oct. 1996, pp 20-21

Publication Year: *1996*

Document Type: Journal Article

Language: English

Pira Subfiles: International Packaging Abstracts (PK)

Journal Announcement: 9704

Abstract: Demands for same day response on the arrival and status on parcel or document delivery has led to the development of a technology offering real time tracking and proof of delivery. Developed by US United Parcel Services (UPS) of Atlanta, Georgia, who provide a global, express door to door collection and delivery service, the Delivery Information Acquisition Device (DIAD) hand held computer is used by delivery truck drivers for domestic and international shipments to customers in the United Kingdom. The DIAD, which is activated by a keyed in code, is manufactured by Motorola. The in cab transmitter (DVA), produced by a UPS subsidiary *RoadNet* Baltimore, allows information to be downloaded. Delivery status can be checked on the *Internet*, through the company's MaxiTrac system or by telephone. (4 fig)

Company Names: United Parcel Services

Trade Names: Delivery Information Acquisition Device

Descriptors: DELIVERY; DISTRIBUTION; NEW EQUIPMENT; PARCEL; TRACKING

SOFTWARE

Section Headings: Distribution (3800)

3/9/3 (Item 1 from File: 47)
DIALOG(R) File 47:Gale Group Magazine DB(TM)
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06123210 SUPPLIER NUMBER: 76577560 (THIS IS THE FULL TEXT)
GROCERIES TO GO.(online grocers with delivery services)(Industry Overview)
Lankford, Kimberly
Kiplinger's Personal Finance Magazine, 55, 8, 96
August, 2001
DOCUMENT TYPE: Industry Overview ISSN: 1056-697X LANGUAGE:
English RECORD TYPE: Fulltext
WORD COUNT: 2377 LINE COUNT: 00184

TEXT:

FOOD

Online ordering had a rocky start, but don't write these services off: The PRICES AND CONVENIENCE may surprise you.

ON SUNDAY NIGHTS after she puts her 4-year-old and 5-year-old to bed, Kelly Hatfield of Quincy, Mass., fixes a cup of herbal tea, sits down at her computer, and shops for groceries. It takes her about 15 minutes on HomeRuns.com to buy a week's worth of provisions. The next morning, a delivery person carries the large containers of food into her kitchen and unloads them wherever she wants. The produce is fresh, the bananas are the color she likes best, and the meat is cut to order.

Hatfield doesn't consider HomeRuns .coma luxury. "We end up spending the same amount as we did at the grocery store," she says. And talk about convenient: No more juggling kids in the aisles and lugging the groceries into her kitchen--which will become even more challenging now that she's pregnant with her third child.

HomeRuns.com is one of about a dozen online grocery-delivery services that cropped up in the past few years. About half have died from dot-com fever--in this case blowing their wad of start-up money on advertising and warehouses before gaining enough customers. This string of failures has left the impression that the services must be expensive or inconvenient. But prices are comparable with bricks-and-mortar supermarkets, and ordering is a breeze--in fact, it has advantages over traditional shopping.

Some established grocery chains see the potential in online services and have pumped cash into their operations. The services themselves are learning from the losers' mistakes and winning over new customers--among them parents with small children, busy professionals, city dwellers who don't have cars, elderly people who can't carry big bags (their children sometimes order for them), people with disabilities and anyone who hates to stand in a grocery-store line.

Down to a science

THE CONCEPT of grocery delivery isn't new. In fact, Groceronline has been delivering for nearly a century (without the "online" part of its name)--first by horse-drawn wagon to coal miners in Colorado. Many urban grocers and supermarkets offered home delivery throughout the 1950s and 1960s.

What makes today's version different is the technology. HomeRuns .com--founded in 1996 by Hannaford, a Maine-based grocery-store chain--started by mailing catalogs and asking people to call customer service to place their orders. But as Internet accessibility improved, the process became much more efficient.

Most online grocery-delivery services make it easy for you to view your old shopping lists online, compare prices, add and delete items, and place a big order within minutes. You can browse the aisles by category (with several brands for each item, like they'd have in the store) and see descriptions of and nutritional information about each product. (One service, Webvan, even includes photos of almost everything.) Push a button and your order automatically goes to a distribution center.

HomeRuns.com has one big distribution center for the entire Boston area, which looks like a giant grocery store without all the people. It's located in Somerville, a working-class town across the Charles River from some of the most densely populated and wealthiest neighborhoods of Boston.

After all the next day's orders are in (they must be submitted by 10 P.M.), the computer system begins to sort out the best way to fill and deliver each order. The system uses logistical software, like that used by UPS, to plot the most efficient routes, stringing together deliveries so

they're all made within a two-hour window chosen by the customer without having to use too many trucks (HomeRuns.com had a 95% on-time delivery rate last year). In a densely populated neighborhood with a lot of orders, such as the upscale townhouses in urban Beacon Hill, one truck could make about 60 stops before it came back in mid afternoon to be reloaded.

Meanwhile, another computer system maps out routes for the pickers, the people who fill your order in the distribution center. The dry-goods picker, for example, goes up and down each aisle once, filling as many orders as possible without doubling back. Each picker pushes a huge metal cart that holds 12 blue bins (each bin is the size of a portable filing cabinet and contains an individual order).

No items you order should ever be out of stock, which was a problem with delivery services that picked from actual store shelves. HomeRuns' inventory system ensures that the Web site shows only in-stock items; if all the items are gone, the item is immediately taken off the available list.

In another room (a bit colder than the dry-goods area), a produce picker travels up and down the aisles doing the same thing with fruits and vegetables. Customers can specify the ripeness of the fruit, including the color of their bananas, and the pickers check these specifications when they add the items to your bin.

There's also a huge freezer room where pickers in parkas, hats and gloves spend the day filling orders and placing them in delivery coolers, where they'll stay cold until they reach the customer's house. The meat is all cut to order as late as possible (usually about 3 a.m.), so it's fresh when delivered. The entire distribution center is busiest from about 4:30 a.m. to 6:30 a.m., just before the first trucks leave.

After the pickers fill the orders, bins from the various sections of the warehouse are placed onto a conveyor belt that puts each person's order together for the first time and sends the order directly to the truck where it will be loaded. The first orders to be delivered are put in last so they're easy for the delivery person to unload.

Handicapping the services

MOST GROCERY-delivery services use a similar process. Webvan's is even more sophisticated, with some of the items stored on big automated carousels that make the picking go even faster.

But Webvan's enhanced technology isn't cheap, and the company has been going through ugly financial troubles. Webvan, which started with buzzworthy funding from Benchmark Capital (the venture-capital firm that took eBay public), ended up losing more than \$200 million in the first quarter of 2001; its shares descended into penny-stock territory, and its CEO resigned in April.

Some of Webvan's competitors did even worse. Many have been hemorrhaging cash, and three of the online grocers ranked among the top ten by Web-site evaluator Gomez for fall 2000--ShopLink, Streamline and Home Grocer--were out of business by the end of the year.

While these well-publicized troubles have given the business a bad rap, they shouldn't scare you away: Investing in the company and becoming a customer are two vastly different issues. As long as the grocery services continue to get high marks for quality and customer service, there's no reason not to use them.

And these businesses insist they are here to stay. Certainly their sales--which grew from virtually nothing a couple of years ago to about \$1 billion last year--show their popularity is strong. The future is unclear, although the most conservative estimate has sales hitting about \$9 billion in the next three years.

Meanwhile, the companies are taking steps to improve their financial situations: slowing expansion into new markets, leaving less-profitable cities, taking over the losers' territories and selling stakes to big grocery chains. Here's where the survivors stand (to access their Web sites, just add ".com" after the name):

Webvan. Serves several California cities (it started in San Francisco), Chicago, Seattle and Portland, Ore. When money started getting tight, the company pulled out of Dallas, Sacramento and Atlanta and laid off hundreds of employees. It now offers groceries as well as pet supplies (with **PetSmart**), CDs, books and drugstore items.

HomeRuns. Serves Boston and Washington, D.C. The company has leased warehouses on Long Island and in Baltimore, but doesn't plan to begin business in either area until it becomes profitable in its current markets.

HomeRuns raised its delivery charge from \$2.50 to \$5.95 in March, and requires at least a \$50 order, although there is no charge for orders over \$125. In February 2000, it received \$100 million from the Cypress Group, a private investment firm.

Peapod, Serves Boston, Chicago, Washington, D.C., some suburbs of New York City and Connecticut. It began delivering groceries in Chicago 11 years ago, originally sending pickers into regular grocery stores with your list. But the company couldn't control inventory; ordinary customers often took the last item before your picker arrived.

Last year Peapod sold a majority stake to Royal Ahold, the Dutch company that owns several big U.S. grocery-store chains (including Giant and Stop & Shop), which has improved its service. Distribution centers were built onto--but are separate from--Ahold's retail stores, so the company can keep better track of inventory.

GroceryWorks. Serves several cities in Texas. It's now the exclusive online grocery channel for the Safeway grocery chain, which invested \$40 million in GroceryWorks. GroceryWorks got a boost when Webvan pulled out of Dallas.

Albertson's, The nation's second-biggest grocery chain offers online delivery services in Seattle. The company is experimenting with free pickups, in which people place orders of more than \$5 online, drive up to the store, and have the groceries loaded directly into their cars the same day, saving the time and expense of **home delivery** (although delivery to the door is still more popular).

Piggly Wiggly. The Memphis-based grocery company--which developed the first self-service grocery store in 1916--just started making the technology available to any of its 600 franchisees who want to offer online ordering. It expects more of its stores to offer speedy pickup rather than **home delivery**.

Other services

PEOPLE WHO DON'T live in a city with a major next-day grocery-delivery service still have a few options. More small stores are launching Web sites where people can order their groceries online and either have them delivered or, more common, drive through and pick them up. "They realize that they want a piece of this pie," says Bob Kaye, client-services manager for the Grocery Shopping Network, which helps small grocery stores and pharmacies with their Web sites and distribution (see www.groceryshopping.net for a list of smaller stores with Web sites).

Two companies also deliver nationally: Netgrocer and Groceronline. Both services lack local distribution centers, so they deliver through FedEx and UPS, which raises the price and delivery time (\$15.99 per order and three days for Groceronline). And because of the longer lead time, they focus on frozen foods, canned goods and meat, and not fresh produce.

But Netgrocer and Groceronline are still an option for people without another choice. "I don't have a car and I was looking for ways to get groceries delivered to my door," says Cynthia Triplett, who lives about a mile from the French Quarter in New Orleans. "When I went shopping, I could only get a couple of bags at most and walk home, or I had to pay \$15 to take a Cab." She uses Groceronline and Netgrocer--they each have different specialties--placing big orders only about once a month because of the delivery cost, then walking to the local store to get her fresh produce (which is much lighter to carry than cans). --Reporter: ERIN BURT

HOW TO GET THE BEST DEAL

To make the most of these services, you can't just shop for odds and ends at the last minute. Here are some strategies for getting the best deal.

Make fewer but bigger orders. Now that most services are charging delivery fees (typically about \$5 for a small order), it's most cost-effective to order big. With Webvan selling CDs and drugstore items, it's easier to pass the threshold--\$75 to \$100, depending on location--for free delivery.

Order early. A few of the services offer unattended delivery of nonperishable items, but most require you to pick a one- or two-hour **window** when you'll be home between 7 A.M. and 10 P.M. The early--morning slots fill up the fastest. Get your order in early, so you can get the delivery time you want.

Make the most of coupons and specials. Most online delivery services feature weekly specials, let you use manufacturers' coupons, and offer less-expensive house brands, such as HomeRuns' Hannaford and Peapod's Stop

& Shop, in addition to a wide range of well-known brands. Webvan has its own electronic coupons that pop up while you're ordering.

Save your lists. When Kelly Hatfield first used HomeRuns.com, she spent a lot of time on the site comparing prices and picking the most cost-effective brands (which was much easier to do on her computer than with her kids running around the store and asking for candy). Now she starts each order by bringing up her saved list and adding other items she needs that week. "We refer to the list and keep the cost down," she says. To compare online prices versus grocery-store prices, you may want to save a couple of weeks' worth of bills from the grocery store before going online.

Tell them what you want. Most of the services let you describe your produce preferences in detail--either by adding comments to the order form or picking the desired ripeness level. The pickers refer to these instructions when selecting your fruits and vegetables. It's the next best thing to being there.

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